

bat



BROCKTON AREA TRANSIT AUTHORITY



2012 ANNUAL REPORT

*Brockton Area Transit Authority
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Linda M. Balzotti, Advisory Board Chairperson
Reinald G. Ledoux, Jr., Administrator*



To all those we serve and those who have an interest in learning about the Brockton Area Transit Authority (BAT):

BAT's fiscal year 2012 Annual Report contains information that we hope is helpful to you, the reader, so that you may better understand the operations and finances of your transit agency.

Operationally, we saw stable ridership in both our fixed route and specialized paratransit services. Fixed route customers have increased their usage of the recently introduced "Charlie Card" as a preferred choice of payment for their fare over paying cash. We believe that the "Charlie Card" offers our customers convenient payment options and is a major reason for our customer loyalty and patronage.

Financially, BAT was the recipient of additional operating funds from the Commonwealth that were critical in our ability to balance our budget and maintain stable service. The Commonwealth also transferred available federal capital funds to BAT that have enabled BAT to procure five new fixed route transit coaches. The continued support from our state and federal partners continues to assist us in providing a high quality, safe and reliable service that our customers and communities deserve.

We would like to thank the chiefly elected officials and other members of the Advisory Board for their leadership role in oversight and for their support. We also thank MassDOT and our legislative delegation for their support of mass transit.

Thank you to each and every one who plays a role in assisting us in meeting our mission. We are all greatly appreciative!

Sincerely,

A handwritten signature in blue ink, reading "Reinald G. Ledoux, Jr.", with a long horizontal flourish extending to the right.

Reinald G. Ledoux, Jr.
Administrator

Mission Statement

To proudly serve and be recognized as an innovative regional transit authority by providing safe, reliable and efficient service to our customers, clients and communities while achieving maximum effectiveness in complementing other forms of transportation in order to promote the general, economic, and social well-being of the area and the Commonwealth. (MGL ch. 161 B)

Brockton Area Transit Authority Objectives:

In fulfilling the Mission, we will be to our:

- | | |
|---|---|
| Customers and Clients: | responsive, respectful, friendly, safe, accessible, affordable and dependable. |
| Community: | a concerned and responsible entity that supports community activities through both organizational and personal involvement. |
| Employees: | an employer that provides a working environment that recognizes and rewards employee contributions and initiatives; opportunities for personal growth and career advancement and encouragement for effective and open communication and employee involvement. |
| Operators: | a provider of resources to support levels and quality of service determined to by the Authority to be reasonable, necessary and consistent with contractual and regulatory obligations. |
| Regulators/ Funding Sources: | a well run, fiscally responsible Authority that operates with prudent business policies and practices. |

AGENCY OVERVIEW

Brockton Area Transit Authority (BAT) is a quasi-public agency that was established in 1974 with the passage of M.G.L. 161 (B). BAT provides public transportation to the City of Brockton and the adjoining towns of Abington, Avon, Bridgewater, East Bridgewater, Easton, Rockland, Stoughton, West Bridgewater and Whitman.

BAT oversees fixed route bus and paratransit services with additional connections to the MBTA's Middleborough/Lakeville commuter rail service and to Ashmont Station on the MBTA's Red Line. The following is a listing of BAT bus routes by route number.

| | |
|--|---|
| 1 Montello via North Main | 9 Pearl via West Elm & Torrey |
| 2 South Plaza/Campello via Main | 10 Lisa & Howard via North Quincy & Court |
| 3 V.A. Hospital via Belmont | 11 Cary Hill & The Village |
| 4 Westgate via Pleasant | 12 Ashmont |
| 4A Westgate via North Warren | 13 Mini-Mall |
| 5 Brockton Hospital via Centre Street | 14 Stoughton via Westgate |
| 6 Massasoit via Crescent Street | Rockland Flex Tour |
| 8 Southfield via Warren & Plain Street | Bridgewater State Transit Services |

Most of these routes connect at the BAT Intermodal Transportation Centre. This facility is adjacent to the MBTA Old Colony Rail Station and serves as the transit hub for the South Shore and Greater Brockton areas. The Centre includes a waiting area, a dispatch and information center, retail vendors, and commuter parking.

BAT is a committed partner with the region's local business community. We believe that by working together we can grow the region's economy and improve our quality of life. BAT is an active member of the Metro South Chamber of Commerce as well as the Old Colony Planning Council.

BAT Funding

BAT receives funding from the Federal Transit Administration, MassDOT, from assessments to its member communities and from other locally generated sources such as fare revenue, advertising and rental income. These funds are used to fund capital purchases and operations allowing the Authority to provide high quality transit services to the region.

Service Snapshot

BAT's fixed route service connects neighboring communities and the Central Business District in Boston, as well as major industrial parks, three colleges, medical facilities, shopping centers and area commuter rails. Service is offered seven days a week. Weekday service to the MBTA's Ashmont Station begins at 4:50 a.m. and ends at 12:30 a.m. Weekday and Saturday service in the City of Brockton and neighboring communities begins at 6:00 a.m. and ends at 9:00 p.m. with reduced service on Sundays.

BAT's paratransit service, known as dial-a-bat, began operation in 1977. As one of the first coordinated paratransit systems in the nation, dial-a-bat provides transportation to disabled and elderly persons throughout BAT's service area as well as to medical facilities in Boston. Coordinated efforts provide service utilizing private and area Councils on Aging. BAT, throughout its network of transportation providers, serves a number of human service agencies and private businesses under contract.



ANNUAL HIGHLIGHTS

NARROWBANDING

In an effort to comply with the FCC's requirement that all VHF and UHF Public Safety and Industrial/Business land mobile radio (LMR) systems migrate to at least 12.5 kHz efficiency technology by January 1, 2013, BAT underwent a narrowbanding process in FY13. All of its fixed route vehicles were reprogrammed to operate on a 12.5 kHz channel while its demand response system was converted to digital radios.

BAT CENTRE PARKING GARAGE

The BAT Centre Parking garage has been in operation since 2002. Located across the street from the Commuter Rail, the parking garage provides spots for over 250 commuters and passengers. As part of our state of good repair plan, we received a grant that was used to fix the spalling in the parking garage. Over the course of 2 weeks, crews worked to repair the chipped concrete and the expansion joints which will improve safety, reduce annual maintenance costs and extend the life of the garage.



EXHAUST SYSTEM

In June 2012 BAT installed a new overhead exhaust system in our maintenance facility. The facility contains several bays that allow for service and repairs to be conducted on BAT's fleet of over 100 vehicles.

VEHICLE ACQUISITIONS

COUNCIL ON AGING

In FY12, BAT has moved forward in vehicle acquisitions for the area's Councils on Aging. BAT acquired 5 new vans for the surrounding communities of Easton, Avon, West Bridgewater and Stoughton. These communities all offer transportation to their towns' elderly and disabled community beyond what BAT is offering. All of these vans are wheelchair accessible and will aid the Council on Aging's ability to transport residents even if they are outside BAT's ADA service area.



DEMAND RESPONSE

BAT was also able to obtain seven 2012 Starcraft mini buses for its Dial-a-Bat service. These mini buses replaced seven aging mini buses that are beyond their useful life in accordance with state and federal standards. Rotating new mini buses in to replace older vehicles helps keep maintenance costs down as well as ensure reliability within the fleet.

FIXED ROUTE

In FY12, BAT received eight 40' fixed route transit coaches as part of their fleet management plan. Eight new buses being put into service has allowed BAT to replace eight older existing coaches which have exceeded their useful life. By maintaining its fleet within the parameters of the Federal Transit Administration's useful life cycle, the agency will be able to reduce overall maintenance costs and improve system reliability.





PERFORMANCE MEASURES – STRATEGIC PLANNING



Brockton Area Transit (BAT) is a data driven agency. To assist BAT in our decision making processes, we collect a total of 48 monthly reports from our fixed route, paratransit, maintenance and safety departments. In total, these reports provide both a snapshot of the agency for a fixed period and a moving assessment of agency trends. Using these reports, BAT initiated an exhaustive strategic planning effort with the goal of setting performance goals and standards to

which the organization could be measured. In addition to our management team, we were fortunate enough to be joined by individuals including; the Federal Transit Regional Administrator, Old Colony Planning Council, and Southeastern Regional Transit Authority in this collegial effort.



BAT conducted its strategic planning process over a period of several months which included two offsite sessions and several internal meetings. This interactive team building process will serve as the foundation for future planning and decisions making.

PERFORMANCE DASHBOARD

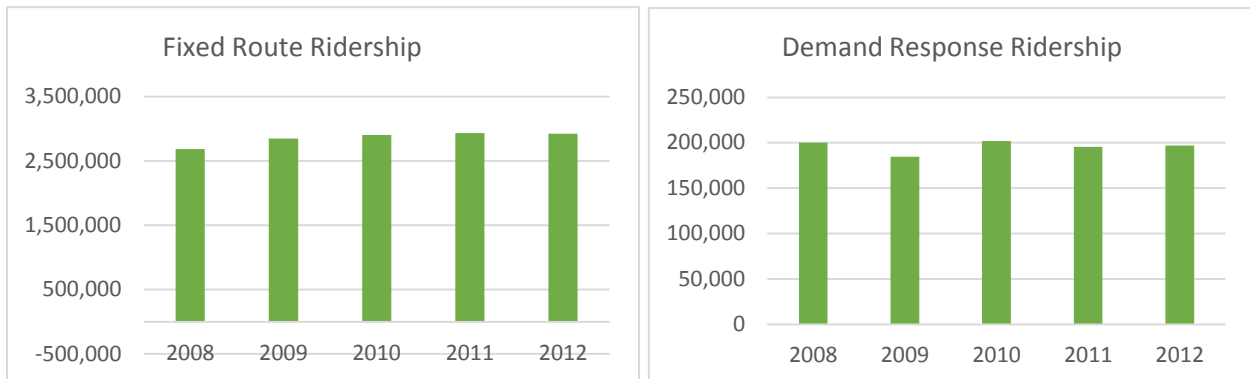
| Fixed Route | Standard | Goal | Demand Response | Standard | Goal | Safety | Standard | Goal |
|----------------------------|----------|-------|------------------------------|----------|------|--------------------------------|----------|------|
| Total Passengers | | | Total Passengers | | | Preventable FR Accidents/ 100K | 3 | 2 |
| Pass/Rev Hour | 19.00 | 22.00 | Pass/Rev Hour | 2.25 | 2.75 | Preventable DR Accidents/100K | 3 | 2 |
| Pass/Rev Mile | 2.00 | 2.20 | On-Time | 85% | 90% | | | |
| On-Time | 95% | 98% | | | | | | |
| | | | | | | | | |
| Maintenance | Standard | Goal | Customer Service | Standard | Goal | | | |
| Breakdowns/100K FR Miles | 3 | 2 | Valid Complaints /100,000 FR | 15 | 10 | | | |
| Breakdowns/100K (DR) Miles | 3 | 2 | Valid Complaints /10,000 DR | 4 | 2 | | | |

BAT's performance dashboard is presently available on its website and is updated monthly.

SERVICE STATISTICS AND PERFORMANCE

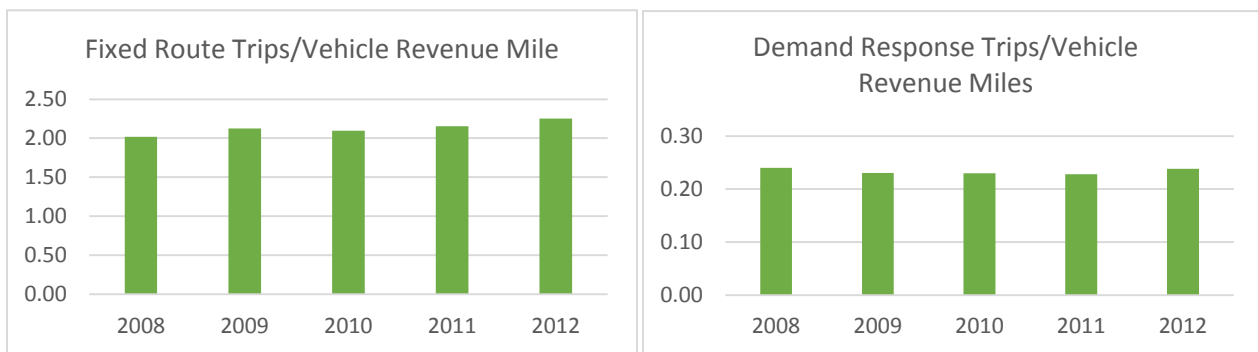
RIDERSHIP

In FY12, BAT carried a total of 2,921,310 unlinked fixed route passenger trips. The FY12 figures are an increase over last year's numbers by 0.3 percent. FY12 demand response trips increased 0.61 percent over the previous year and remained essentially unchanged during the period of FY08 through FY12.



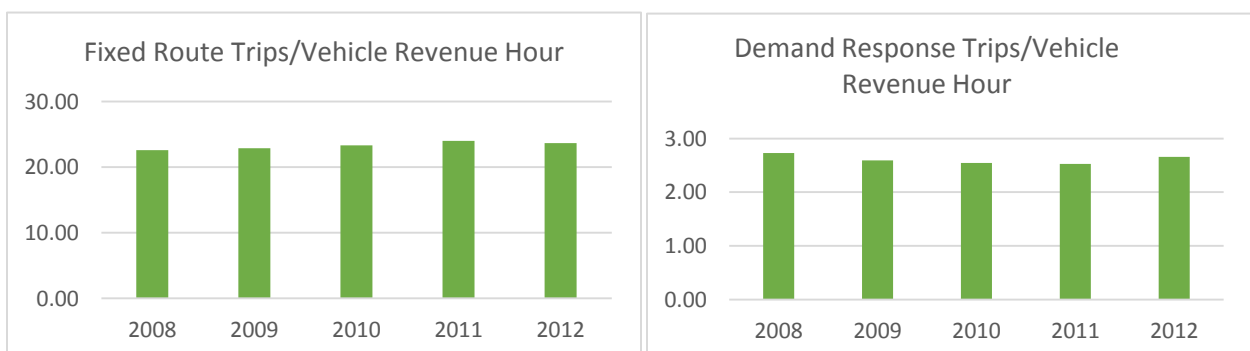
TRIPS PER VEHICLE REVENUE MILE

In FY12, fixed route passenger trips per vehicle revenue mile reached the highest level of the five year reporting period with 2.25 riders per vehicle mile operated. The level reflects the agency's increased efficiency resulting in an 11 percent increase over FY08. Demand response trips per revenue mile increased to .24 in FY12 from .23 in FY11.



TRIPS PER VEHICLE REVENUE HOUR

Another common performance measure is trips per vehicle revenue hour. At BAT, fixed route trips per vehicle revenue hour have decreased in FY12 by 1.4 percent compared to FY11. However this does represent an overall increase of 4 percent from FY08. Compared to FY11, demand response trips per vehicle revenue hour increased by 5 percent from 2.53 trips per vehicle revenue hour to 2.66 trips per vehicle revenue hour.



FINANCIALS

BROCKTON AREA TRANSIT AUTHORITY

(A COMPONENT UNIT OF THE MASSACHUSETTS DEPARTMENT OF TRANSPORTATION)

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS

YEAR ENDED JUNE 30, 2012

| | | |
|--|---------------|--------------|
| Operating revenues: | 2012 | 2011 |
| Passenger fares | \$ 3,732,479 | 3,404,148 |
| Reimbursement of maintenance | 77,000 | 77,000 |
| Facility and parking income | 109,085 | 117,357 |
| Advertising | 109,517 | 98,958 |
| Miscellaneous | 23,683 | 62,778 |
| Total operating revenues | 4,051,764 | 3,760,241 |
| Operating expenses: | | |
| Transportation services | 9,996,695 | 9,777,923 |
| Materials, supplies, and maintenance | 1,758,993 | 1,536,417 |
| Insurance | 772,113 | 719,561 |
| Professional and management services | 411,607 | 450,149 |
| Marketing and advertising | 32,959 | 9,856 |
| Administrative and general | 669,324 | 629,601 |
| Total operating expenses, excluding depreciation | 13,641,691 | 13,123,507 |
| Depreciation | 2,323,312 | 2,191,707 |
| Total operating expenses, including depreciation | 15,965,003 | 15,315,214 |
| Operating loss | (11,913,239) | (11,554,973) |
| Nonoperating revenues (expenses): | | |
| Local assessments | 2,447,886 | 2,340,831 |
| Contract assistance (note 4): | | |
| Federal | 2,173,836 | 2,353,346 |
| Commonwealth of Massachusetts | 5,238,946 | 4,946,664 |
| Interest income | 6,627 | 9,055 |
| Interest expense | (120,830) | (151,403) |
| Total nonoperating revenues | 9,746,465 | 9,498,493 |
| Loss before capital grants | (2,166,774) | (2,056,480) |
| Extraordinary Expense and Stabilization Fund | (138,437) | (135,225) |
| Capital program: | | |
| Federal grants | 2,031,562 | 3,746,609 |
| Commonwealth of Massachusetts grant | 1,158,365 | 279,487 |
| Total capital grants | 3,189,927 | 4,026,906 |
| Increase in net assets | 884,716 | 1,834,391 |
| Net assets, beginning of year | 18,643,468 | 16,809,077 |
| Net assets, end of year | \$ 19,528,184 | 18,643,468 |

BROCKTON AREA TRANSIT AUTHORITY

(A COMPONENT UNIT OF THE MASSACHUSETTS DEPARTMENT OF TRANSPORTATION)

STATEMENT OF NET ASSETS

JUNE 30, 2012

| Assets: | 2012 | 2011 |
|--|----------------------|-------------------|
| Current assets: | | |
| Cash and cash equivalents (note 6) | \$ 1,295,601 | 599,655 |
| Receivables for operating assistance: | | |
| Commonwealth of Massachusetts and cities and towns | 5,531,229 | 4,990,238 |
| United States Department of Transportation | 1,157,232 | 1,805,275 |
| Receivables for capital grants: | | |
| Commonwealth of Massachusetts | 395,944 | 27,441 |
| United States Department of Transportation | 1,332,026 | 27,023 |
| Other accounts receivable, net | 280,319 | 218,475 |
| Other current assets | 179,378 | 194,111 |
| Total current assets | <u>10,171,729</u> | <u>7,862,218</u> |
| Noncurrent assets: | | |
| Capital assets (note 8): | | |
| Land | 863,587 | 863,587 |
| Transfer center and maintenance facility | 15,267,112 | 15,148,769 |
| Buses and fareboxes | 22,769,268 | 22,318,090 |
| Equipment | 4,095,369 | 3,836,681 |
| Less accumulated depreciation | (22,909,043) | (22,600,012) |
| Total capital assets, net | 20,086,293 | 19,567,115 |
| Receivable from cities and towns | 3,330,522 | 3,066,958 |
| Total noncurrent assets, net | <u>23,416,815</u> | <u>22,776,352</u> |
| Total assets | <u>33,588,544</u> | <u>30,638,570</u> |
| Liabilities: | | |
| Current liabilities: | | |
| Accounts payable and accrued expenses | 2,270,486 | 862,650 |
| Due to operators (note 5) | 933,418 | 861,617 |
| Accrued interest | 132,782 | 173,057 |
| Deferred revenue (note 7) | 923,674 | 497,779 |
| Total current liabilities | 4,260,360 | 2,395,103 |
| Long-term liabilities: | | |
| Revenue anticipation notes payable (note 3) | 9,800,000 | 9,600,000 |
| Total liabilities | <u>14,060,360</u> | <u>11,995,103</u> |
| Net assets: | | |
| Invested in capital assets, net of related debt | 18,421,865 | 18,993,145 |
| Unrestricted | 1,106,319 | (349,677) |
| Commitments and contingencies (note 10) | | |
| Total net assets | <u>\$ 19,528,184</u> | <u>18,643,468</u> |

LOOKING TO THE FUTURE

BAT has a number of projects planned for the future. Below are some of these endeavors:

- 🏠 Automated Vehicle Location System – which will enable customers to see bus locations through electronic media
- 🏠 Vehicle Overhauls – rehabilitation of BAT’s 2005 transit coaches to continue its program of “State of Good Repair”
- 🏠 Pay by Phone parking system at the BAT parking garage
- 🏠 Implementation of BAT’s Performance Measurement Dashboard for an improved decision making process
- 🏠 Continued “State of Good Repair” with the repaving of BAT’s Maintenance Facility and Intermodal Centre
- 🏠 Implementation of a Customer Service Initiative to assist customers with limited English proficiency as well as provide support to the CharlieCard program
- 🏠 Purchase of two transit coaches and three hybrid coaches through funds transferred from the Commonwealth.



BAT Administrative Offices